

HELPING ORGANIZATIONS CHANGE: TRAINING AND CONSULTING

“Change management” and “organizational transformation” are terms which refer to the constant need for organizations to do business differently to stay ahead of changing markets, economic conditions, government regulations, customer expectations and competitors who are continually transforming.

A recent survey of executives from around the world found that even though organizational transformation is a priority, only a third of them believe they are successful with it. Other research indicates only 30 percent of change programs succeed.

Why do some change programs work while most do not? IRI’s research indicates change initiatives succeed when:

- Individuals see, hear and feel a compelling reason to change
- Individuals know they are not alone in change and see their executives leading it
- All organizational systems are in alignment with and reinforce the behaviors associated with the change
- Groups and individuals have the knowledge, skills and abilities to make the change happen as intended

HOW IRI HELPS ORGANIZATIONS CHANGE

IRI enables organizations to transform themselves by designing, developing and implementing specific solutions to address the critical change factors noted above.

We consider the culture of each organization: what has been successful in the past and what continues to be a challenge. Working in partnership with clients, we assess the extent to which:

- A case for change, including the vision for the future, has been established and agreed on by all who will have to lead and model the change
- The most appropriate communication methods, and formal and informal training and learning experiences, are provided to transfer knowledge, develop skills and motivate stakeholders to make the change work as envisioned
- Financial and non-financial incentives have been assessed and reinforced or modified as needed to ensure that people are rewarded for making the change successful
- Resources, both tangible and intangible, have been identified and allocated as needed to fully support the change and overcome normal resistance

- An action plan for change has been created that considers the people side of change with the same amount of focus as the technical side

This assessment provides the foundation for such deliverables as a communication strategy in support of the change; the design, development and delivery of skill training courses; recommendations how best to restructure compensation, reward and recognition systems; and implementation of a revised or new performance management system.

OVERVIEW OF TRANSFORMATIONAL TRAINING COURSES

IRI's transformational training courses focus on three target populations:

- Employees, who need to cope with and support change as well as be agents of change in their own work areas
- Managers and supervisors, who in addition to the above, need to lead and be agents of change for their employees and their peers
- Senior leaders who, in addition to the above, need to launch, sponsor and champion transformation initiatives

Each course is built on the foundation provided by the IRI Change Model. This model provides the structure for workshop participants to learn, practice and apply the dozens of practical tools that are focused on employee engagement and the people side of change at all levels of the organization

Each of the six steps builds on the tools from the previous steps and includes templates, worksheets and guides to ensure that the goal of each step, as described in its title, is successfully achieved.

Tools in Step 1, Plan the Change, include:

- A structure and format to create a business case and vision for change
- A tool to assess the effectiveness of any existing sponsors or candidates for change sponsor
- A Human Performance Model and check sheet to ensure that the organization is ready to fully support the impact and effects of the change
- A map to identify intended and potentially unintended consequences of the change
- A tool to identify and select the best qualified change agents
- A tool to manage or prevent risks to the change

Tools in Step 2, Communicate the Plan, include:

- A structure and format to create a theme and overarching message for the change
- A tool to identify and prioritize audiences of the change communication
- A self-assessment to understand how individual preferences around change communication needs to become the guideline for effective one-on-one communications
- A tool to determine how best to engage different audiences and different individuals in the change
- A process to assess existing methods and media in terms of effectively supporting change communication
- A tool to conduct a stakeholder analysis to guide individual communication strategies
- A process to ensure that messages are upgraded, repurposed and distributed throughout the total duration of the change process

Tools in Step 3, Cultivate Commitment, include:

- A structure and format to identify learning and skill development needs in support of the change
- A process to identify methods and media best suited to develop required knowledge, skills or ability in the impacted groups
- A tool to assess the potential effectiveness of any learning intervention

Tools in Step 4, Launch the Plan, include:

- A targeted and focused process to support and continuously develop change agents at each level in the organization
- A process to look for and identify early warning signs (EWS) of risks to the success of the change

Tools in Step 5, Reinforce the Change, include:

- A method to collect, analyze and use employee feedback from all levels for continuous improvement in reinforcing the change
- A targeted and focused process to support and continuously develop change agents at each level in the organization
- A caring and compassionate process for spot coaching, both reinforcing and corrective, as well as a performance coaching methodology that flexes based on the needs of the person in the situation

Tools in Step 6, Transition Forward, include:

- A tool to collect and use lessons learned from the people side of change
- A process to integrate the lessons learned into the human resource or operational infrastructure

IRI tailors its transformation training courses to meet the specific needs of the client and the type of change that is being implemented. Courses can be industry-specific and include role-play and case-study materials tailored to client issues and concerns. The result is content that is realistic and relevant to the participants, and serves as a vehicle to support the specific change being undertaken.

Experienced IRI facilitators can conduct scheduled sessions or one of our master facilitators can train client facilitators to conduct sessions.

OVERVIEW OF TRANSFORMATIONAL CHANGE CONSULTING SERVICES

IRI's change consulting services are effective whether helping to launch, implement and sustain a new organizational change, or to assess a change that has not achieved its desired objectives and needs remediation in its people-side implementation plan.

IRI's senior consultants form a partnership with the training, organization development, senior leadership team, or others who are sponsoring an organizational change. The partnership creates a project plan for the people-side of change. The plan provides a road-map for all activities. Through this partnership, IRI plans, conducts and follows up on facilitated meetings with appropriate target audiences. Each meeting is designed to achieve the objectives of each step in the process.

More than a series of training sessions, the facilitated meetings introduce and apply the appropriate tools or processes in real-time. As needed, IRI can become a spare pair of hands for many aspects of the operational side of the change, ensuring that all people-side needs are carefully thought through and integrated as needed.

***CONTACT IRI CONSULTANTS TODAY***

For more information contact IRI Consultants:
info@iriconsultants.com
313.965.0350